

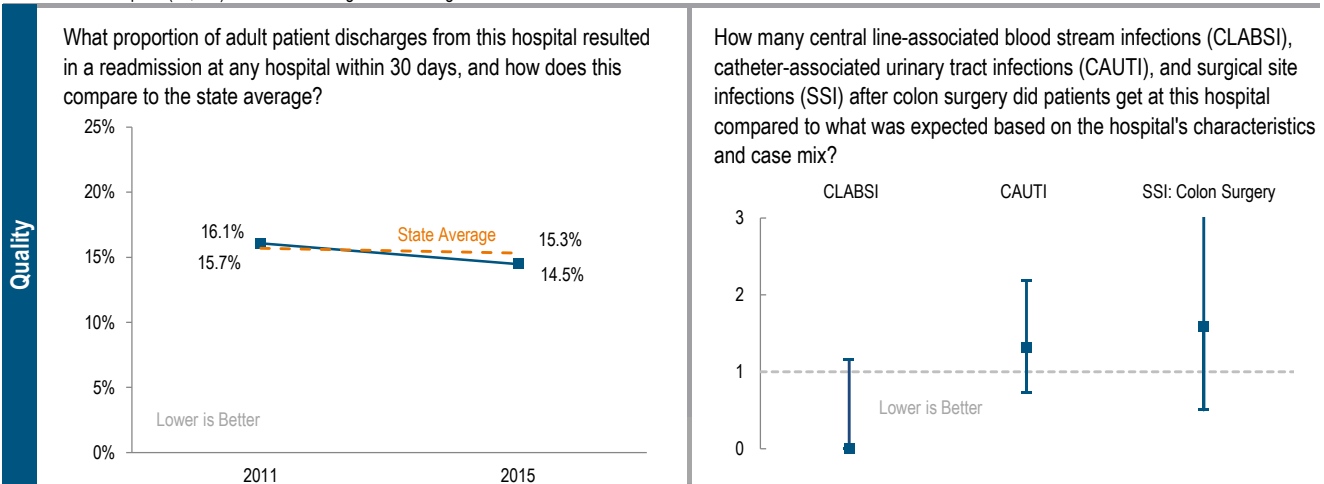
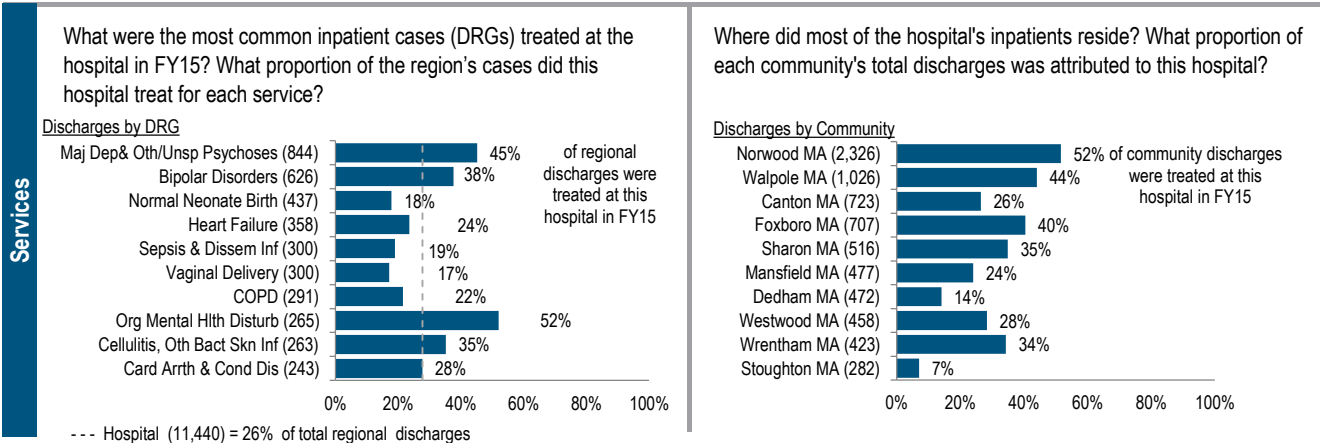
# STEWARD NORWOOD HOSPITAL

## 2015 Hospital Profile

Norwood, MA  
Community Hospital  
Metro West

Steward Norwood Hospital is a mid-size, for-profit community hospital located in the Metro West region. Steward Norwood Hospital is a member of the Steward Health Care System. The hospital had a 13.4% decrease in inpatient discharges in FY15 compared to FY11, compared with a median decrease of 4.8% in its cohort. Steward Norwood Hospital was profitable for the third straight fiscal year in FY15, with a total margin of 7.6%; this is higher than its peer hospital cohort median of 3.4%.

|             |   |  |
|-------------|---|--|
| At a Glance | <b>Overview / Size</b>                              |  |
|             | Hospital System Affiliation:                        | Steward Health Care System   |
|             | Change in Ownership (FY11-FY15):                    | Not Applicable   |
|             | Total Staffed Beds:                                 | 182, mid-size acute hospital   |
|             | % Occupancy:  | 84.5%, > cohort avg. (64%)   |
|             | Special Public Funding:                             | ICB <sup>9</sup>   |
|             | Trauma Center Designation:                          | Not Applicable   |
|             | Case Mix Index:                                     | 0.89, > cohort avg. (0.81); < statewide (1.00)                                   |
|             | <b>Financial</b>                                    |  |
|             | Inpatient NPSR per CMAD:                            | \$9,718  |
|             | Change FY14-FY15:                                   | 9.3%   |
|             | Inpatient:Outpatient Revenue in FY15:               | 40%:60%  |
|             | Outpatient Revenue in FY15:                         | \$80,064,827   |
|             | Change FY14-FY15:                                   | 3.2%   |
|             | Total Revenue in FY15:                              | \$181,449,413  |
|             | Total Surplus (Loss) in FY15:                       | \$13,824,983   |
|             | <b>Payer Mix</b>                                    |  |
|             | Public Payer Mix:                                   | 61.4% (Non-HPP* Hospital)  |
|             | CY15 Commercial Relative Price:                     | 0.90   |
|             | Top 3 Commercial Payers:                            | Blue Cross Blue Shield of MA<br>Harvard Pilgrim Health Care<br>Tufts Health Plan |
|             | <b>Utilization</b>                                  |  |
|             | Inpatient Discharges in FY15:                       | 11,440   |
|             | Change FY14-FY15:                                   | 1.0%   |
|             | Emergency Department Visits in FY15:                | 42,161   |
|             | Change FY14-FY15:                                   | 1.9%   |
|             | Outpatient Visits in FY15:                          | 61,238   |
|             | Change FY14-FY15:                                   | 9.2%   |
|             | <b>Quality</b>                                      |  |
|             | Readmission Rate in FY15:                           | 14.5%  |
|             | Change FY11-FY15 (percentage points):               | -1.6%  |
|             | Early Elective Deliveries Rate (Jan 2015-Jun 2016): | 0.0%   |



For descriptions of the metrics, please see the technical appendix.

## 2015 HOSPITAL PROFILE: STEWARD NORWOOD HOSPITAL

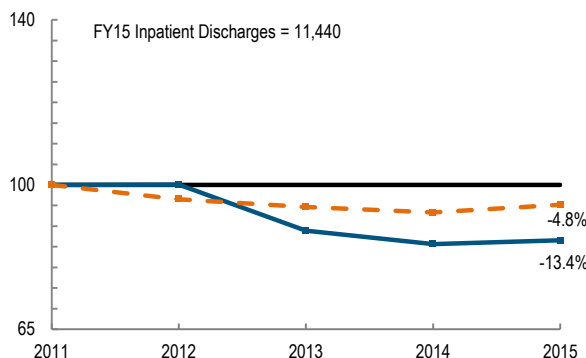
Cohort: Community Hospital

Key:

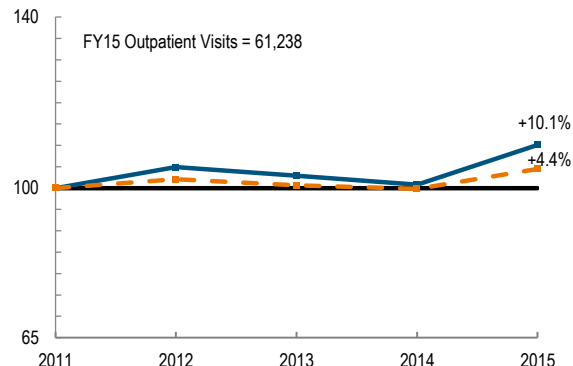


### Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)

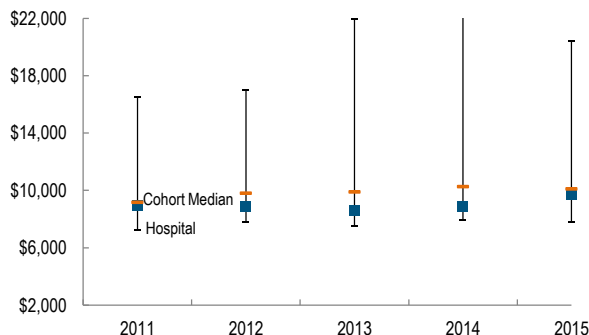


How has the volume of the hospital's outpatient visits changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)

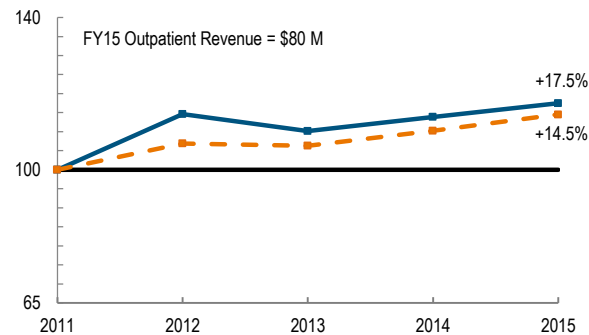


### Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY11 and FY15, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)



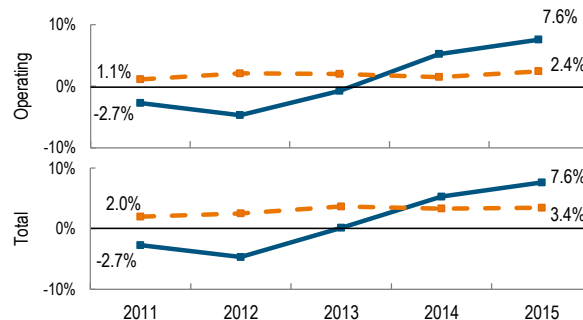
### Financial Performance

How have the hospital's total revenue and costs changed between FY11 and FY15?

#### Revenue, Cost, & Profit/Loss (in millions)

| FY                    | 2011     | 2012     | 2013   | 2014   | 2015    |
|-----------------------|----------|----------|--------|--------|---------|
| Operating Revenue     | \$ 156   | \$ 181   | \$ 169 | \$ 174 | \$ 181  |
| Non-Operating Revenue | \$ 0     | \$ 0     | \$ 2   | \$ 0   | \$ 0    |
| Total Revenue         | \$ 156   | \$ 181   | \$ 170 | \$ 174 | \$ 181  |
| Total Costs           | \$ 160   | \$ 189   | \$ 170 | \$ 165 | \$ 168  |
| Total Profit (Loss)   | \$ (4.3) | \$ (8.5) | \$ 0.2 | \$ 9.2 | \$ 13.8 |

What were the hospital's total margin and operating margins between FY11 and FY15, and how do these compare to the hospital's peer cohort medians?



For descriptions of the metrics, please see the technical appendix.

<sup>9</sup> For more information on Infrastructure and Capacity Building (ICB) special funding, please contact the Massachusetts Executive Office of Health and Human Services (EOHHS).

\* High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.